

What does Year One Consulting mean by coaching?

Year One Consulting provides coaching which focusses on an individual's work-based success, sometimes known as Executive Coaching. It is delivered through a series of one to one sessions focused on improving performance through honest appraisal, constructive feedback and clear goal-setting. All conversations are completely confidential, providing a safe developmental space for the individual being coached to talk through work issues, articulate challenges and explore new ways of working.

What is the difference between coaching and mentoring?

Coaching is a one to one development conversation involving two people (normally referred to as the coach and coachee). It's not the same as mentoring, where one person provides answers to someone with less experience or knowledge than themselves; in coaching the coach acts as a guide or facilitator, using questioning, challenge and reflection to help the coachee decide on the best options for their own development.

How does the coaching process work?

The specifics of each coaching conversation will change according to the needs of a particular client and the goals that have been agreed but will broadly follow four phases:

- Confirmation - where scope, goals and style are agreed;
- Exploration - where the conversation tests assumptions, articulates questions and considers different options;
- Focus - where the coachee explores those options, for example by trying out new skills or behaviours, discussing their impact with the coach and deciding which ones to continue to develop;
- Consolidation - where those activities are internalised and begin to become part of the coachee's everyday way of working.

What will being coached feel like?

Coaching can be an emotional process and at times may feel daunting, inspiring, exhilarating, thought-provoking and affirming but always within the confidential and safe setting of the coaching conversation.

What will I get out of coaching?

Research into the impact of coaching (e.g. Olivero et al 1997) has found that there is an overall impact on coachees' effectiveness as leaders in terms of goal-focus and self-confidence. Year One clients describe how they have become "more disciplined about focusing and following through on the things that really matter" and "more visible as a leader across the organisation".

Will my manager know what we talk about?

Your manager may be the one authorising the budget to pay for your coaching, so we are happy to have an initial conversation with your manager before we start coaching to make sure we understand the organisation's goals and expectations around your coaching experience. We set the coaching goals with you, though, and our coaching conversations remain completely confidential.

It may become useful in particular circumstances for you, your coach and your manager to have a three-way conversation but that would only ever happen with your express permission.

What kind of things do people use coaching for?

All kinds of things - for example building self-confidence, enhancing management skills, improving leadership impact and influence, developing self-awareness, improving communication or presentation skills, stakeholder management, career development planning, managing change.

Do you use any specific techniques or models?

In combination with their own experience, our coaches use robust, flexible, well-tested coaching models such as the GROW framework, the Circle of Influence or the psychodynamic model to inform the conversation rather than as a rigidly applied template. In our experience coaches will very often evolve their own language, models and principles with clients as part of the conversation and using this self-generated toolkit is an incredibly powerful way of ensuring any development can be self-sustaining.

Do you use psychometric assessments or tools as part of coaching?

We can and do use tools such as MBTI, Belbin and Emotional Intelligence as well as 360° feedback where appropriate; your coach can discuss these options with you as part of your initial session.

What style of coaching can I expect from Year One coaches?

As part of your initial session with your coach, you will discuss what style will be most effective in helping you achieve your goals; in effect how you want your coach to be. The role fulfilled by a coach will change from client to client and even at different times with the same client and will take on a variety of aspects from critical friend to silent ally, from challenging peer to receptive sounding board.

Is coaching a kind of workplace-based therapy?

Although coaching can use some of the models and techniques involved in psychotherapy and counselling (such as active listening and the psychodynamic model), coaching is different to therapy in that it focuses entirely on the individual's work performance in relation to their current role. Although the conversation will sometimes include an exploration of interpersonal relationships within that context, it won't focus on a coachee's intrapersonal and personal history in the way that therapy or counselling would.

Do your coaches specialise in different things?

All of our coaches focus on performance, leadership and developing self-sustaining success although some do specialise in specific aspects of those things such as career planning, personal impact, leadership brand, and time management. An initial conversation with one of our consultants will help you decide which of the team would be a good coach for you to work with.

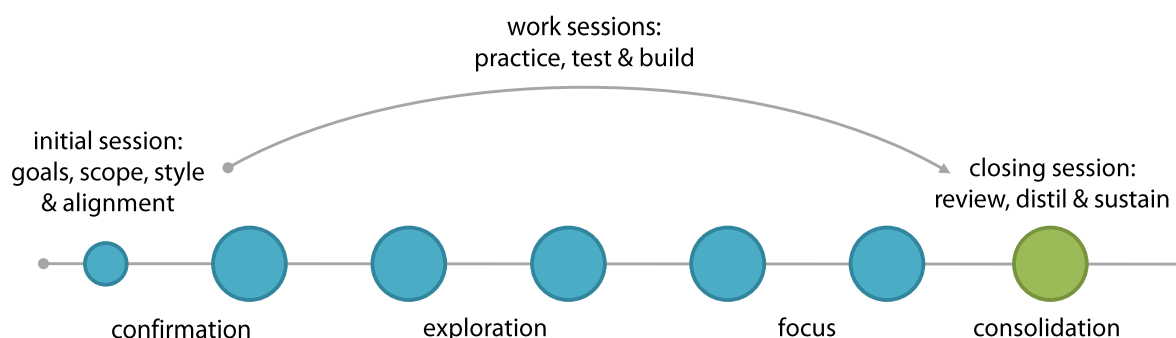
Do you do telephone coaching or is all your coaching face to face?

The majority of our coaching is carried out face to face. However we do provide in between session support by phone or email as part of our standard package. In addition, if practical considerations mean it is preferable, coaching can happen through a series of shorter, telephone conversations.

How many coaching sessions will I have?

We deliver our coaching over a series of sessions, starting with an initial one hour session to agree goals, scope, working style and whether these all align with the goals you are working towards at work. We also try to schedule the dates of your regular coaching meetings during that first session. This is then followed by a block of six coaching meetings, usually lasting between 1.5 and 2 hours each and spread over six months.

The series generally follows the arc shown below, but this will be adapted according to individual needs as they become apparent.



How can I find out more?

Call us on 01227 811 777 or email us at contact@yearoneconsulting.com and one of our coaches will be in touch to see how we can help you find the best option for your own development.